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24 September 1954

C O P Y

MEMORANDUM FOR: DD/P-ADMIN

SUBJECT : Manpower Survey of DD/P (FE Division Preliminary Report)

1. Pursuant to our discussion, we have reviewed the subject report dated 18 August 1954.

2. Quoted below are statements extracted from the report and our comments.

IV - A. "FE has exceeded its total civilian personnel ceiling by 54 individuals."

This statement is untrue. We do not have strength figures as of 23 June 1954, but as of 30 June the total civilian personnel strength of FE, chargeable against our civilian ceiling of [redacted]. This is a combination of [redacted] In addition to the [redacted] we had on duty as of that date [redacted] Staff Agents assigned to projects which are not counted against ceiling. 25X9A2 25X9A2 25X9A2 25X9A2 25X9A2

IV - B. [redacted] unvouchered FE personnel are in Headquarters." 25X9A2

Actually these were [redacted] A check of the I&R report reveals they listed one person [redacted] twice. Attached is a list of these [redacted] indicating their dates of return, EOD or transfer date and the reasons for their being in Headquarters on UV funds. A review of the reasons indicates the following: 25X9A2 25X1A9a 25X9A2

[redacted] Were being processed for the field.
Were delayed from traveling because of medical reasons.
Were on authorized UV slots. 25X9A2

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25X9

[redacted] Was not on FE rolls as of 23 June 1954.
Were not on UV funds as of 23 June 1954.
Were on LWOP. Were not being paid; therefore, should not be included.
Were in process of resigning. 25X1C4a
[redacted]

[redacted] Sub Total
Being shopped with no definite lead.
Declared surplus to the appropriate Career Board but on whom no definite action had been taken. 25X9A2
Reassignments pending.

TOTAL 25X9A2

Of the [redacted] listed above as "reassignment pending", 20 actions have become effective since the report was rendered.

IV - B.1.a. "Time in Headquarters on UV Funds."

1 year and over
6 months to 1 year
3 months to 6 months
3 months or less [redacted] 25X9A2 25X9

[redacted]

[redacted] returned from the field and is enrolled at Yale University. Upon completion of his studies he will return to his field assignment. His studies are Agency sponsored. 25X1A9a

[redacted] was also undergoing language training at Georgetown and Yale. He completed his studies in June 1954, received reports training in OTR, took leave and is now en route to his station in [redacted] 25X1A9a 25X1A6a

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[redacted] is on LWOP. 25X1A9a

[redacted] - See IV - B.2. 25X1A9a

25X1A9a

R. [redacted] is a TSS employee charged against [redacted] 25X1A2d1
Repeated efforts on the part of FE to have TSS slot the man have been to no avail. As of the present he is being processed against another overseas assignment. 25X1A2d1

[redacted] was fully processed for the field on two separate occasions. On each occasion orders had to be cancelled because of deaths in his immediate family. He has since been processed and he arrived in [redacted] on 19 August 1954. 25X1A9a 25X1A6a

[redacted] completed one assignment and before he could be reassigned, he was detailed for approximately 5 - 6 months to PBSUCCESS. This was at the request of C/[redacted] Staff. Immediately upon his return from this detail he was assigned to the [redacted] He is currently in the field. 25X1A9a 25X1A8a 25X1A6a

IV - B.1.b. "Types of assignments".

[redacted] 25X9A2

25X9

Of the [redacted] listed as on duty in headquarters, as reported in IV B, we wish to point out that the majority are in process for the field while the remainder of [redacted] are in the main returnees whose reassignments are in various stages of processing. 25X9

IV - B.2 "Misuse of UV Funds, low morale and work performance".

It is felt that our explanation in IV B.1. a of the [redacted] cases in question clearly refutes the allegation "apparent misuse of UV Funds". With respect to the low morale and work performance it is not apparent to anyone in FE how this determination 25X9

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was made. The most outstanding example, as quoted, the case of [redacted] is perhaps worthy of the following chronology of events. 25X1A9a

[redacted] did not return from overseas. He did return from a U.S. project on 3 August 1953. On 24 September 1953 after determining to what position he would be assigned, FE submitted a personnel action transferring him to headquarters. This action was processed by the Office of Personnel effective 29 August 1954. It is true that he is working in FE Personnel and the action submitted on 24 September 1953 reflects this. With respect to his morale and work performance, both are extremely good. He has assumed his duties and responsibilities with enthusiasm to such an extent that our unassigned returnees are at a minimum. In fact, he recently received a commendation from DD/P-COP for the excellent job done in effecting reassignments for returnees. 25X1A9a

IV - D.1 "The following are what appear to be slotting discrepancies:

a. "On 9 May 1954 the AD/P position inventory listed [redacted] FE personnel as unassigned." 25X9A2

This statement is probably true. However, the report fails to give the complete story. The explanation for the majority of the [redacted] lies in the [redacted] organization. FE was operating on the old approved [redacted] T/O when it was decided to establish it as a mission. A new mission T/O was prepared and because of its inadequacies, the DD/P-ADMIN ordered the Division not to transfer personnel to this T/O. The newly designated Chief of Administration, [redacted] was to go to the field to survey the situation and bring home a revised T/O. This he did and after acquiring all coordinating signatures, the T/O was submitted to the Management Staff for approval on 26 June. Approval was received on 19 August 1954 and we are now in the final stages of processing all actions. During all of this developmental period, the Office of Personnel was notified of this situation and in several informal discussions, the Mangement Staff was also notified. 25X9A2 25X1A8a 25X1C 25X1A8a

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b. "However, the FE Personnel Officer reported a total of only 15 unassigned."

The FE Personnel Officer's report of 18 June 1954 was a report to Chief, FE showing the disposition of unassigned returnees in Washington as of 1 February 1954 and those who returned between that date and the date of the report. This totaled [redacted] were unassigned as of the reporting date. We wish to emphasize that it covered returnees only and its purposes were to show the results of the combines efforts of FE Personnel and the various Career Service Boards in effecting reassignments of overseas returnees.

25X9

25X9A2

This report even though for our internal use only was voluntarily given to the I&R Survey Team and was fully explained to them. Why it was used so incorrectly and cited as erroneous reporting is beyond our understanding.

25X9A2

IV - D.2 "It was found that [redacted] field personnel are not performing the duties called for by their T/O positions by reason of physical location."

This statement is categorized in the survey report as a "slotting discrepancy". As such the statement is highly misleading. It purports to say that because these personnel were not physically located at theforeign station itself, that such personnel are not performing their table of organization duties.

Routine processing of both incoming and outgoing personnel, home leave, TDY, training, and travel time accounts for the majority of these personnel who are not physically located at the permanent field post of duty. They are not intended to be there. Therefore, their situations can in no sense, be said to be slotting discrepancies. The statement implies that a table of organization adjustment should be made. Such adjustments in most cases would be absurd and contrary to current regulations and generally accepted personnel practice of the Agency.

The situation of the employee charged to [redacted] that physically was detailed to [redacted] to aid in a training program,

25X1A6a

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does not require further explanation. The situation of the [redacted] 25X9
who are referred to as charged to one table of organization but physically working at another location, cannot be explained until we have the names. It is our belief the majority are involved in the liquidating [redacted]
projects and could conceivably be physically located in any 25X1A2d1
of several locations.

IV - D.3 "Eight staff agents or staff employees are carried by AD/P position inventory as occupying T/O positions more than two regular promotion steps above their present grade."

This statement presumably is included for completeness since no other reason appears as to why it is made. The indicated practice is, of course, not prohibited and is frequently necessary. It is FE policy to fill positions as near to the approved grade as possible with qualified available personnel. Unable to do this in a given case, we then accept someone who is not so well qualified and who holds a lower grade.

25X9

IV - D.4 [redacted] positions are carried on AD/P position inventory as double slotted."

Double slotting is a procedure approved by the Office of Personnel and each individual case must be justified to that Office. As long as the overall ceiling is not exceeded, we must of necessity double slot in order to recruit, train, and process a person for a particular overseas position currently filled. To report such a situation in the context of the I&R report is to clearly imply that the practice is irregular and in violation of regulations of practices.

IV - E. "Current personnel reporting techniques do not reflect a complete picture of FE Headquarters on duty strength."

Personnel reporting is a responsibility of the AD/P and is not a responsibility of an area division.

25X9A2

With respect to the [redacted] on UV slots, we feel this situation is explained by our comments in paragraph IV B. above.

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JOT's are the responsibility of OTR and as such are included in their strength figures.

Consultants are not employees and should not be regarded as such in reporting headquarters strength.

IV - F. "FE Personnel Records Management."

The report of findings is basically true. However, the I&R Staff has failed to report remedial action being undertaken on the initiative of the FE Division. The surveyors were informed that FE had eliminated several hundred resignee and terminated files by transferring them to the Office of Personnel. The same is true of additional hundreds of old applicant files which were sent to the Applicant File Section, Office of Personnel. Numerous "Personality Files" were located and forwarded to RI. All active personnel files are being reviewed branch by branch and operational material is being extracted and consolidated into the Branch file. The remainder of the material is being forwarded to the Office of Personnel for inclusion in the official personnel folder. This project should be completed by 1 January 1955 at which time there will be no files in the Personnel Section of FE with the probable exception of contract employees.

25X1A V - C. "CIA Regulation [redacted] is violated by persons remaining on former overseas T/O slots while performing headquarters duty."

25X9 It is true that [redacted] returnees are performing headquarters duties while remaining on overseas table of organization slots. However, the sense in which this is a violation of Regulation [redacted] 25X1A
25X1A [redacted] is not understood. There is no procedure established whereby a person can be transferred to a "pool" upon completion of his overseas tour in the event no reassignment is immediately forthcoming. There is no alternative but to leave the person assigned to the overseas slot pending a suitable reassignment. Until the rotation program becomes completely effective, this situation is unavoidable. The FE Division will continue to utilize the services of these returnees on a detail basis until they are reassigned. This, in our opinion, is much better for CIA in that such

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personnel are usefully and productively employed. At the same time, it is better for the morale of the returnee that he perform definite duties instead of "walking the halls".

VI - A. "The current mechanisms employed to reflect personnel assignment do not and cannot reflect the actual personnel picture of FE."

This statement is true not because the FE Division is misusing these techniques, but because the reporting techniques themselves are not designed to reflect physical location. The statement reflects a misconception as to the purpose of personnel statistics in this connection. Our reporting is tied in with the concept of the table of organization. The table of organization is an accounting device which is designed to show the mission, station, or other functional units which receives the benefit of the employees work. It is not designed as a technique to control physical location.

The conclusion in paragraph VI B. is perhaps true but is a gross exaggeration. The spirit of Regulation [redacted] is certainly not violated by the current personnel practices of the Agency. 25X1A

25X1A VI - B. "CIA Regulation [redacted] is being violated to accomplish an administrative end."

The need for a workable mechanism is open to serious question if it is based upon the information and conclusions of the I&R report. CIA Regulation [redacted] is not being violated to accomplish an administrative end. The report should indicate what "administrative end" we are trying to accomplish and it is evident that the reporters do not appreciate the problems inherent in the recruiting, transferring, training, and processing personnel for overseas. 25X1A

VII - A. "That FE reduce its strength to its authorized ceiling."

This is unnecessary. We have already pointed out our ceiling has not been exceeded.

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a. "FE Division personnel on duty in headquarters for whom no headquarters slots are available should be transferred to and reported as, in casuals or out casuals as appropriate."

This is a recommendation for a new "pool similar in purpose and design to the old "Washington Field Unit" which was abolished in June 1953. It is well known that the consequence of such a pool is to place people in a category for which no one is ultimately responsible with the result that personnel are lost sight of for extended periods. Under our present arrangement personnel to be reassigned continue to be the responsibility of the organizational unit to which they are charged.

VII - B.1 "That FE be directed to initiate personnel actions within 30 days transferring all personnel slotted against obsolete T/O positions to current T/O slots."

The FE Division is more than anxious to have its personnel correctly slotted against current T/O's. As of the present, 25X1A8a
new T/O's are pending for the Support Mission, [redacted] 25X1A8a
[redacted] and Southeast Asia. As soon as these are approved personnel actions will be submitted. The [redacted] T/O re- 25X1A8a
cently approved has been processed and all personnel correctly slotted. Personnel actions are currently being processed against 25X1A8a
the new [redacted] T/O.

VII - B.2 "Process actions within 30 days correctly all personnel records which do not indicate correct assignment or correct physical location."

Again it is obvious that personnel actions cannot be used in all cases to reflect correct physical location. As an example those in training elsewhere, on detail or TDY will not be reflected by personnel action.

VII - B.3 "Report in detail to DDP/COP over-ceiling obligations."

We again state the division is not over ceiling. However, the survey team should be enlightened as to this office having responsibility for ceiling control. This responsibility has been delegated to the Office of Personnel.

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VII - B.4 "Ensure, on all future FE personnel reports to DD/P senior officials, that the following factors be considered and reported correctly:"

(a) "All personnel in in-casual or out-casual status;"
This report is provided monthly by the Office of Personnel.

(b) "All personnel not on currently authorized T/O slots;"
Office of Personnel periodically reports this.

(c) "All personnel in headquarters paid from UV funds and not on authorized T/O slots;"
Same as group (a) above.

(d) "All personnel performing duty other than that of the T/O slots to which assigned;"
This requirement is unreasonable because of the tremendous amount of work involved in making such determinations.

(e) "All personnel on duty with FE but not filling T/O positions (JOT, consultants, details from outside FE.)
This would be an Office of Personnel reponsibility.

25X1A9a

(s)
[redacted]
Chief, FE

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